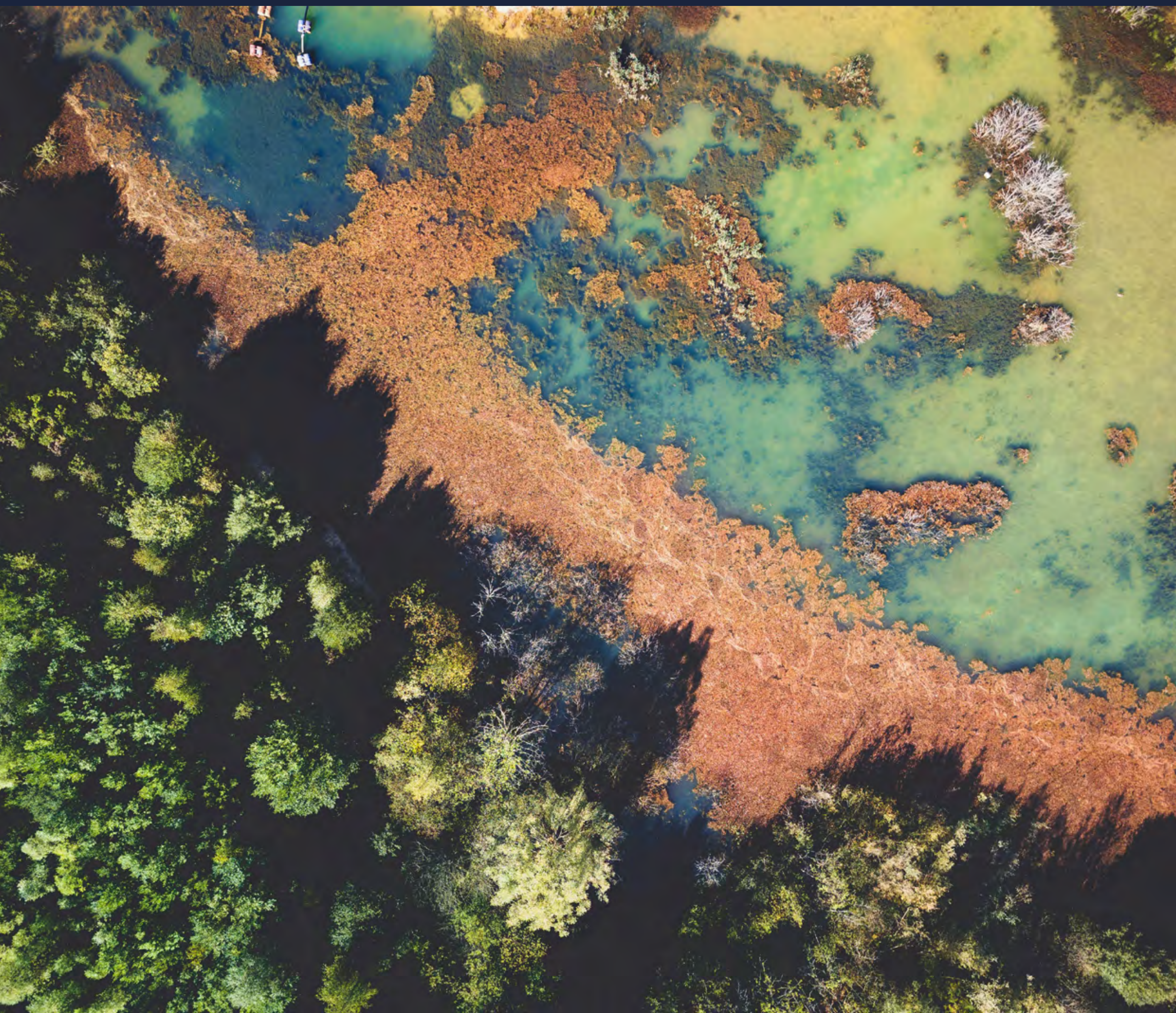
Environmental Governance Report
2026



CEO Message

The world looks very different today than it did twelve months ago. Political shifts, economic pressures, deep social tensions and the speed of technological advancements have tested businesses and the communities they serve in ways few anticipated. Against that backdrop, some have questioned whether ESG commitments remain relevant or whether the moment calls for a different set of priorities.

My answer is unequivocal: not only does ESG remain as important as ever, but the environment we are navigating makes it crucial.

When times are difficult, when people are under financial pressure, when social divisions are widening, when trust in institutions is fragile - the instinct for some businesses is to retreat to the short-term. To make rapid changes in response to shifting political winds, to prioritise immediate gain over long-term value. I find that deeply troubling. Because it is precisely in moments like these that people need to know the organisations they work for, invest in, and rely upon, stay true to their values. That we are not lurching from one policy position to another but guided by something more durable: a genuine commitment to doing right by our People, our Clients, and the World around us.

That is what ESG means to us. And if the acronym disappeared tomorrow, we would describe it simply as good business.

Our environmental commitments remain a cornerstone of how we operate, reflected in the 14% reduction in our carbon footprint from 2024 to 2025 and a 40% overall decrease in Group emissions compared to our 2019 baseline year. We are massively proud of this achievement which demonstrates real, measurable progress against our 2029 reduction targets and ultimately our 2050 net-zero ambitions.

In this current environment, governance also matters more than ever. High uncertainty, rapid change and fractured trust, requires businesses to examine what good governance means to them. Are they directing with transparency, accountability, and integrity? Are the right decisions being made by the right people, for the right reasons, with clear responsibility for outcomes?

That is what ESG means to us. And if the **acronym disappeared tomorrow,** we would describe it simply as **good business**

With a new structured Board and the addition of specialist non-executives, all supported by an expert leadership team representing our Agencies, we have built heightened structural integrity into our governance commitments. And the social dimension has never been more urgent - looking after our people, creating the right environment, and standing firm in our values when the pressure to compromise is at its greatest.

Total emissions have reduced by **14%** on last year and **40%** since we began reporting in 2019.

Our people want to work somewhere that reflects what they believe in. Our clients want partners they can trust. And our investors - rightly - want to understand the businesses they back not just through a financial lens, but through the lens of how those businesses are governed, how they treat their people, and how they are positioning themselves for the long-term.

This report is an honest account of where we are on that journey - the progress made, the commitments we are holding to, and the work that remains to be done.

We are in this for the long-term. That has not changed. It will not change.

John Carey, CEO, **MISSION**

About **MISSION**

MISSION is a collective of Creative and MarTech Agencies led by entrepreneurs who encourage an independent spirit. Employing 800 people across 10 locations and 3 continents. Our focus is on creating real standout, sharing real innovation and delivering real growth for some of the world's biggest brands. We believe too much work disappears. This isn't a big secret, but it does seem careless. Our approach is different. Everything we do is designed to get to work that makes the difference Clients are looking for. **We call it Work That Counts™**.

This unique approach has helped us become a long-term creative partner of market-leading and challenger brands across the globe. 2025 saw **MISSION** deliver an operating income of £68m and total headline operating profits of £5.1m.

Our success as a Group, however, is based on more than our financial growth. The difference we have on the world around us - our people & future generations, the communities we work and live within and the environment that we have a responsibility to protect – is of equal importance. Ultimately, our aim is to achieve sustainable profitability while making a lasting positive impact. We are focused on delivering our ESG aspirations and targets, committed to being transparent on the journey and determined to maintain healthy growth.

800 people

10 locations

3 Continents

Our ESG Targets

Environmental

44% reduction in emissions by 2029 and Net-Zero by 2050 (set in line with the Paris Climate Agreement and the Science-Based Targets initiative (SBTi) Net-Zero Standard).

Commit to the Business Ambition for 1.5°C campaign – the world's largest and fastest growing group of companies that are aligning with 1.5°C by helping to halve global emissions by 2030.

Align goals to reaching scientific Net-Zero focused on real emissions reductions with only a very limited amount (no more than 5-10%) of residual emissions removed via high quality carbon removal programmes.

Deploy Environmental Management Systems and action plans across all Agencies to address carbon emission hotspots.

Work towards ISO 14001 certification across key **MISSION** locations.

Social

Build a diverse workforce where everyone can develop their potential.

Create inclusive environments where people can be themselves and feel they belong.

Demonstrate that diversity and inclusion are central to how we operate.

Gather data to understand the experiences of our people and shape the actions we take.

Support the communities we operate within, making an impactful difference to the social causes which matter to our people.

Governance

Improve stakeholder advocacy as shown through investor feedback, Client retention & investment and referral ratings. Focus on connecting governance ambition to operational reality.

Run annual employee satisfaction survey with specific targets on participation, representation and scoring across key areas of import related to employee health and happiness.

Commit to annual disclosure via Carbon Disclosure Project providing an externally benchmarked assessment of governance quality and build on insights to strengthen governance credentials.

* Science-Based Targets are a set of goals developed by a business to provide it with a clear route to reduce greenhouse gas emissions. An emissions reduction target is defined as 'science-based' if it is developed in line with the scale of reductions required to keep global warming below 1.5'C from pre-industrial levels.

United Nations Sustainable Development Goal alignment

In 2015, during the UN Sustainable Development Summit, UN adopted 17 Sustainable Development Goals (SDGs) in an effort to end extreme poverty, reduce inequity and protect the planet by 2030. They are widely seen as a good practice measure for business with companies having a fundamental role in meeting the ambitious targets of the SDGs.

MISSION's ESG strategy is aligned to implementing actions that contribute towards these SDGs. We are primarily focused on seven goals (highlighted below) with action plans embedded within our ESG strategy:

Ultimately, our aim is to be sustainably profitable and do good in the world. Aligning to these goals will help us to build long-term resilience, meet stakeholder expectations, and contribute meaningfully to global sustainability by 2030.

Environmental

MISSION is a collective of five Agencies working across multiple sectors delivering a wide range of communication and consultative services. Although our direct and indirect impact on the environment is low, compared to other industries, we can do better in our drive to reduce our carbon emissions in the resources and energy we use, our IT infrastructure, how and when we travel, the suppliers we select, and how we work to create healthy operating models.

Carbon reduction targets

MISSION began monitoring and measuring its Greenhouse Gas Emissions in 2021 (the global pandemic impacted how we used our offices and the way people worked, for this reason, we use 2019 as our baseline for our carbon commitments). We have set goals for carbon reduction aligned to, and verified by, the Science-Based Targets initiative which provides the most robust framework of its kind supported by the latest climate science. We have followed this 1.5°C pathway since the very beginning with each Agency laddering up and supporting our broader Group targets. These targets are ambitious with a 44% reduction in emissions by 2029 and Net-Zero by 2050 across the three scopes of carbon emission - Scope 1 (direct emissions), Scope 2 (indirect emissions) and Scope 3 (indirect emission that occur in the value chain).

Categorisation

We measure our Carbon emissions in three ways:

Scope 1
Direct emissions from owned or controlled sources, including gas for heating, fuel for transport, or air conditioning and refrigeration.

Scope 2
Indirect emissions from generation of purchased electricity.

Scope 3
Indirect emissions that occur in the value chain. This covers several categories including water, waste, working from home emissions, commuting, business travel, paper use, purchased goods and services.

Our emissions have dropped by 40% since our baseline in 2019

Our approach to offsetting

The language used when discussing the climate crisis and the path governments, businesses, and individuals need to take can be complex and convoluted. There is a myriad of terminology put forward creating confusion about the true meaning of statements that are made. It is important that we as **MISSION** are clear from the outset on the path we are taking and the true meaning behind our aspirations to meet Net-Zero.

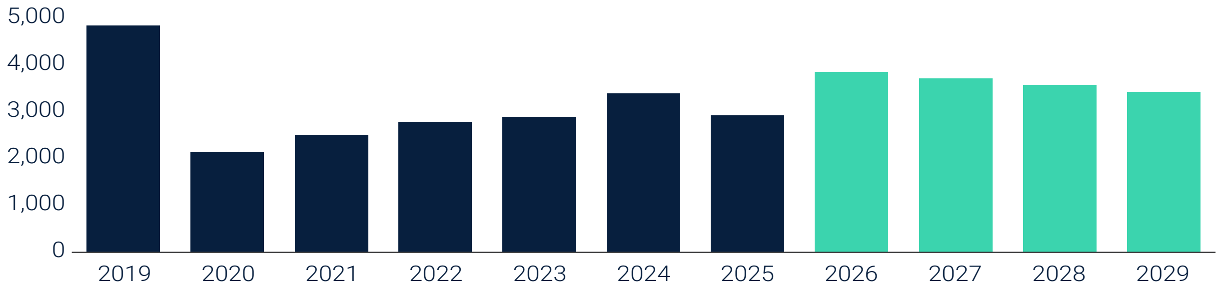
Our path to decarbonisation is based upon the framework offered by the Science-Based Targets Initiative (SBTi). While terms like carbon or climate neutrality speak of balancing emissions, often through the use of carbon offsetting schemes, **MISSION** has chosen to align our goals to reaching real, scientific Net-Zero.

To achieve this, organisations are required to focus their efforts on real emissions reductions with only a very limited amount (no more than 5-10%) of residual emissions removed via high quality carbon removal programmes.

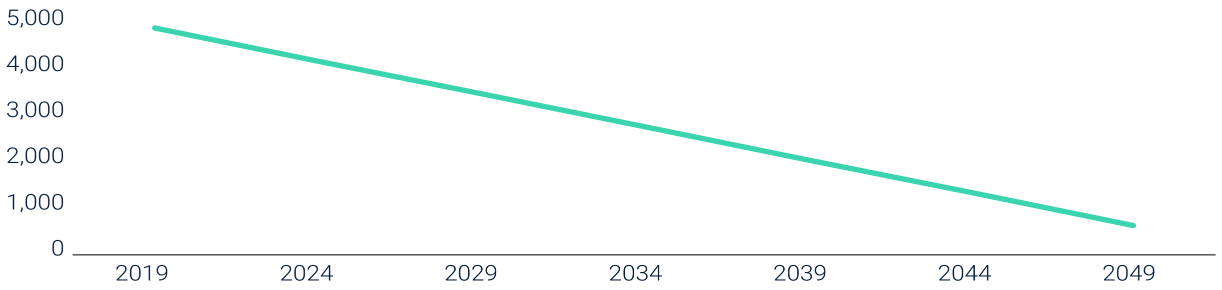
Decarbonisation will rely on adaptation and change, altering the way we do business so as to not emit in the first place. Only upon achieving a targeted level of reductions can alternative schemes be looked at to remove any residual emissions relating to the business' operations.

The path ahead will not be easy, but we are ambitious in our goals and will do everything in our power to support the limiting of global warming to 1.5°C and avoid the worst impacts of climate change.

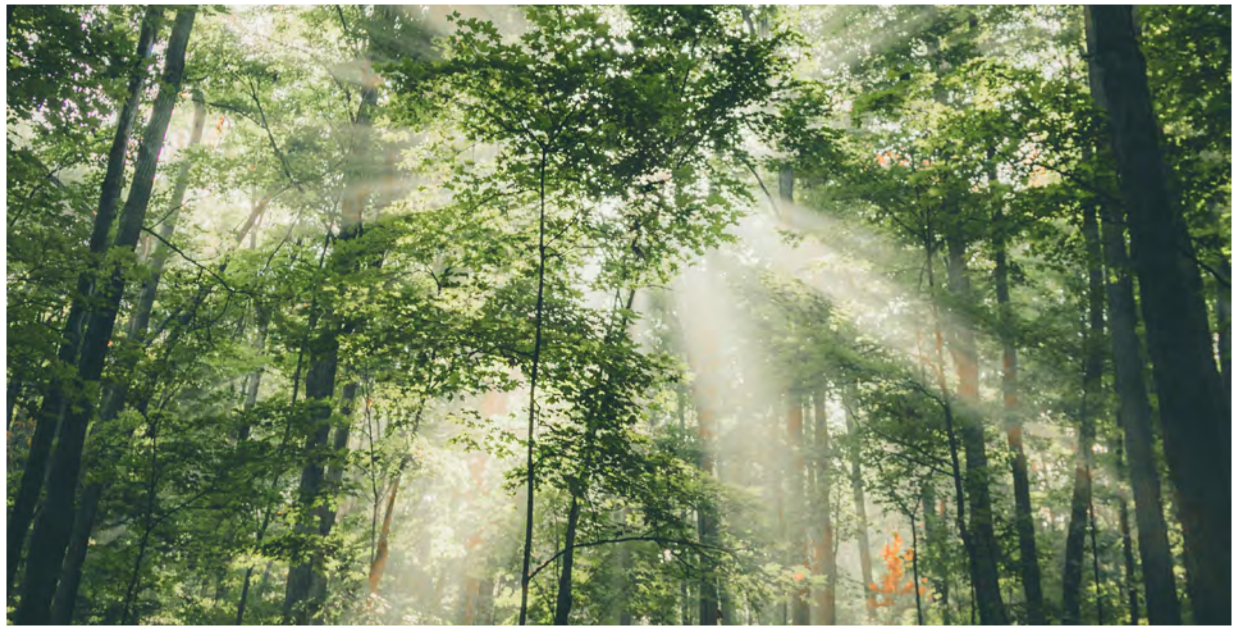
Near-term targets to 2029



Long-term net-zero targets to 2050



Carbon reduction goals



1	Deliver against our emissions targets (44% reduction in emissions by 2029 and Net-Zero by 2050) at the pace and scale required by climate science and in line with the Paris Climate Agreement and the Science-Based Targets initiative (SBTi) Net-Zero Standard.
2	Live our commitment to the Business Ambition for 1.5°C campaign – the world's largest and fastest growing group of companies that are aligning with 1.5°C by helping to halve global emissions by 2030.
3	Reach scientific Net-Zero focused on real emissions reductions with only a very limited amount (no more than 5-10%) of residual emissions removed via high quality carbon removal programmes.
4	Reduce as much as possible as quickly as possible.
5	Measure with confidence and report our progress, holding ourselves to account to consistently do better.
6	Share our learnings and best practice across our 600 plus Client base to help advance journeys.
7	Work with suppliers to improve our measurement and encourage positive environmental action in our supply chain.

Building an infrastructure for change

Key to achieving our environmental targets will be the infrastructure we have created within the Group in order to create meaningful, carbon positive change. This allows us to address everyday actions, to constantly review our ways of working and learned behaviours and consider the environment as a primary stakeholder.

- **MISSION**'S ESG Steering Committee - Board level group ensuring environmental impact embedded in business decision-making.
- Environmental Champions - Network of environmental champions representing our Agencies allowing us to share successes, learnings and best practice across the Group.
- Group Engagement - Internal engagement campaigns across the Group focused on our environmental journey and behaviour change.
- Investors - 121 sessions with key investor groups to review value markers for ESG investment and **MISSION** standing.
- EMS - Creation of Environmental Management Systems (EMS) for key Agencies focused on their specific carbon hotspots aligned to help **MISSION** achieve its Science-Based Targets.
- Verification - External verification and benchmarking to progress learning, such as Ecovadis (the world' s largest and most trusted provider of business sustainability ratings) and the Carbon Disclosure Project (global disclosure system for investors and companies to manage their environmental impacts, classified as gold standard of environmental reporting)
- Partnerships - Agency partnerships across our industry and beyond with the likes of 51toCarbonZero, Isla, AdNetZero, FrontFoot, AdGreen and Greenshoots to build knowledge, share best practice and drive industry change.

We will consistently review our business practices, operating models and infrastructure; challenging ourselves and traditional ways of working to create positive practices to support our carbon reduction targets and our Agencies.

Agency Verification

Within the Group, Agencies environmental standing and progress has been verified through external certifications and accreditations:

ISO 14001 - five certifications of ISO14001 Environmental Management Systems have been awarded across the Group to Bray Leino Events, ThinkBDW, Story, krow London and krow Norwich. This provides a structured framework to manage environmental impacts and improve sustainability.

ISO 20121 - Bray Leino Events has also achieved ISO20121 Sustainable Event Management ensuring integration of sustainability into their event planning and execution.

Ecovadis - a globally recognised sustainability ratings platform that assesses and scores companies on their environmental, social, ethical, and supply chain practices, Ecovadis features 175,000+ companies rated across 180+ countries and 230+ industries. Three Agencies have been certified with EcoVadis including krow kinetic (Gold), Speed (Silver) and Story (Bronze), enabling the Agencies to pursue meaningful improvements and meet their sustainability objectives, on a global scale.

Carbon Disclosure Project – CDP is the gold standard for voluntary environmental disclosure used by investors to assess environmental risk and evaluate a company's commitment to sustainability. **MISSION** has been completing CDP and its 13-module questionnaire totalling over 100 questions for the past three years. Strongly aligned to IFRS S2 Climate-related Disclosures, **MISSION**'s CDP rating affirms its Agencies' sustainability credentials with the Clients they support.

Carbon transition plan (CTP)

Our Carbon Transition Plan is an action plan which clearly outlines how we will transform existing assets, operations, and business models to transition towards achieving Net-Zero by 2050. The plan is our roadmap to how we will align our business to help prevent the worst effects of the climate crisis and meaningfully contribute to a sustainable economic model where business and climate related decisions are interwoven, and where people and planet can thrive.

In preparing this plan, we have followed guidance and frameworks from the Carbon Disclosure Project (CDP) and the Task Force on Climate-related Financial Disclosures (TCFD), whose recommendations have been fully consolidated into the International Sustainability Standards Board (ISSB)'s two standards: IFRS S1 and IFRS S2. In June 2025, the UK Government published its exposure draft UK Sustainability Reporting Standards (UK SRS S1 and UK SRS S2) which we will monitor and adapt our reporting and CTP as these become finalised.

Covering our management approach, climate risks & opportunities, governance, GHG profile and reduction targets, our CTP will be reviewed annually to ensure we are assessing not just our progress against our Net-Zero target but ongoing committed action for change.

Mission's path to net zero

How we will reduce Scope 1 & 2 Emissions

- Maintain 100% renewably sourced electricity usage at all UK sites. Aim to reflect this globally by end of 2026.
- Consolidation of estates (18% from 2019 to 2023, further 20% by 2030) where possible plus adoption of smart building technology seeing reduction on associated energy, water and waste.
- Support Agencies in creation of robust EMS plus implement ISO 14001 across key **MISSION** locations, with a critical focus on annual energy consumption reductions by 2028.
- Transition entire fleet to electric vehicles (EV) by 2029 and encourage sign-up to our Tusker electric car salary sacrifice scheme spanning new and used EVs.

How we will reduce Scope 3 emissions

- Redefine **MISSION**'s relationship with business travel and what travel is necessary. Support staff to transition to more sustainable modes of travel for all commuting needs with adoption of Group wide travel policy and engagement of carbon reduction focused travel Agency.
- Create a new supplier register system which houses a network of climate-resilient, and sustainability focussed direct and indirect suppliers.
- Development of a Sustainable Procurement Policy in 2026, with stipulations in procurement policies / supplier contracts to reduce primary materials in supply chain.
- 90% recycling rate by 2030 globally.
- Develop our service offerings to be as sustainable as possible through engagement with industry initiatives, third-party consultations, and project-based carbon footprint tracking.

Green minds

Our Environmental Champions met for their now-annual gathering at our offices in London. This Away Day is a chance to come together, be inspired, share ideas and explore how Champions can help their Agencies take meaningful steps to drive positive change across the Group.

Inspiring innovations

The day kicked off with talks by our CEO and **MISSION** ESG Lead providing updates for future plans for **MISSION**'s environmental vision and the progress across the past year.

The first external speaker was Amanda Bronkhorst, the award-winning founder and CEO of JUST ONE Tree. Their mission is clear - to tackle reforestation, ocean conservation and environmental education - and since 2019 over 5 million trees have been planted in a total of 16 countries. Amanda passionately shared with the Champions, how cost-effective tree planting with JUST ONE Tree is, and ways in which this could be incorporated into the work and projects across The **MISSION** Group. With JUST ONE Tree, a tree was donated and planted for every attendee of our Environmental Champion Away Day!

Richard Davis, CEO of 51 to Carbon Zero, the new partners of The **MISSION** Group for carbon measurement, gave an insightful talk into the current climate of sustainability within the marketing industry, sharing case studies and resources to best help all Agencies across the Group to meet standards and Client asks. An introduction to the new platform, gave the Champions a first look at the technology available for our emission tracking from 2025 onwards.

Finally, Michelle Carvill, award-winning co-founder of 'Can Marketing Save the Planet?'. Hosting a podcast of the same name, their mission is to support responsible marketing through education, aided with the release of their latest book 'Can Marketing Save the Planet: 101 Practical Ways to Use Sustainable Marketing as a Force for Good', which every Champion was presented with a copy of. Michelle introduced the Champions to the 'Top 5 Ways' marketing and communication professionals can use their skills, creativity and influence as a force for good. Strong advice to take forward into work across all Agencies.

Building tomorrow, today

The afternoon was spent generating ideas in the spirit of BUILDING TOMORROW, TODAY, with Environmental Champions across all Agencies coming together to share what actions or initiatives could assist in the challenges still faced for environmental action and carbon reduction at a personal level, agency level and initiatives that could be actioned across the Group.

Knowledge and thoughts from the day were collated and presented to the **MISSION** ESG Steering Committee to help inform further decision-making and investment in our future carbon transition journey.

Carbon impact 2025

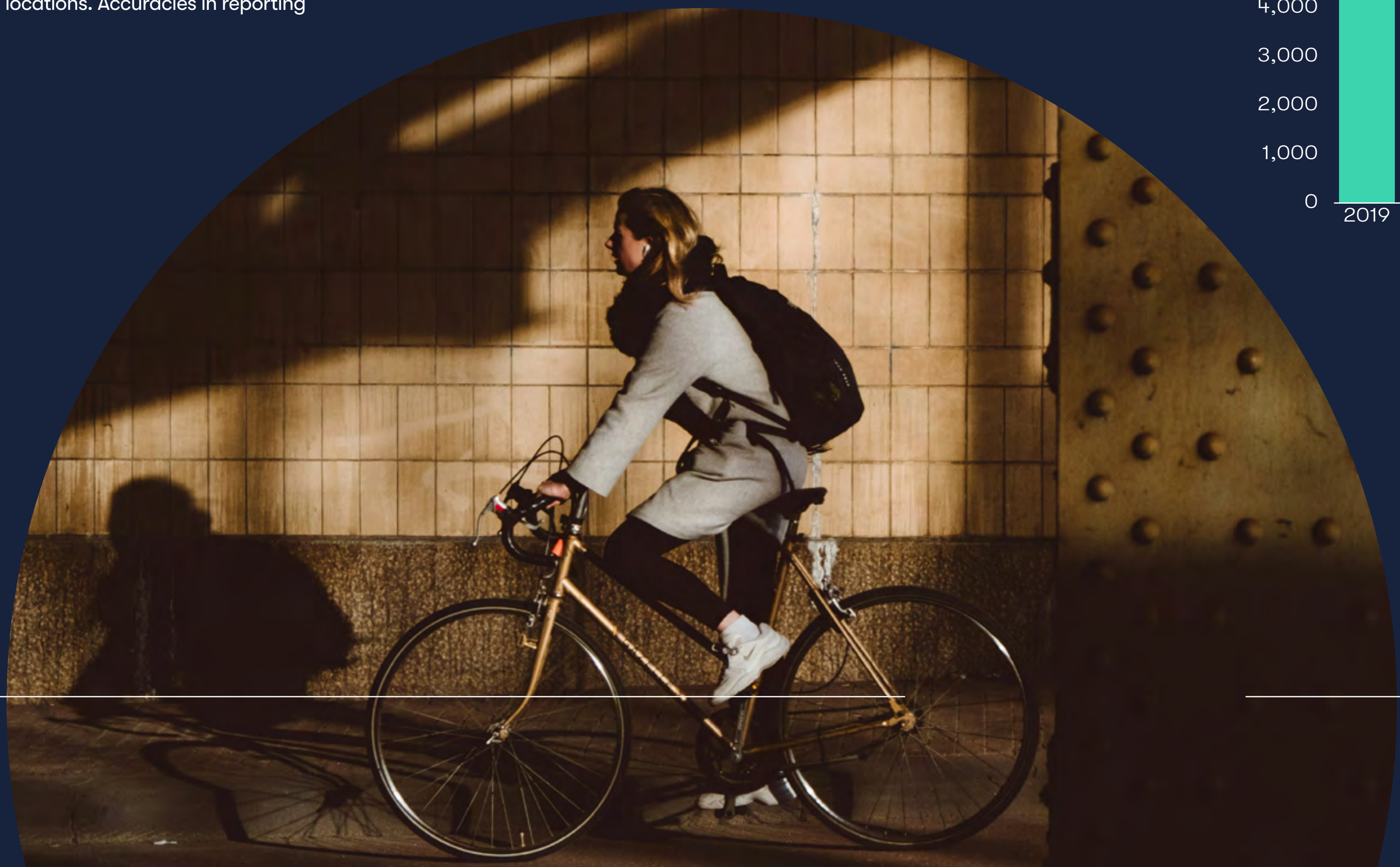
In 2025, Agencies worked with an external environmental consultancy to capture information covering all activities including our offices, travel, purchases and working from home. 2025 emissions saw a 13% decrease from 2024 (3,404 to 2,936 tCO2e) due to a reduction in FTE and office space across the Group, improved data accuracy and adjustments to UK Government emission factors which were reflected in data reported..

With enhanced carbon reporting beginning in 2023, this marks the second year of a full dataset since the introduction of our new carbon reporting tool. The commitment to continually improving data accuracy, in 2025 we have delivered a 40% overall decrease in Group emissions compared to the baseline set in 2019.

In 2025, Scope 1 emissions from owned or controlled sources, such as heating and fuel for transport decreased by 2%. A review of apparently higher employee fuel card usage in 2025 compared to 2024, has resulted in a data review, that has led to a change in Scope 1 for 2024 that is now reflected in figures shown, and covers all angles for accurate reporting for future years to come.

Further decreases (44% on 2024) are seen in Scope 2 which covers indirect emissions from generation of purchased electricity, driven by office consolidation, and efficiency improvements in remaining locations. Accuracies in reporting have led to improved data results. The resultant Scope 2 emissions fell at a faster rate than energy consumption due to the decarbonisation of the UK's electricity grid, with a 14.5% decrease in intensity from 2024.

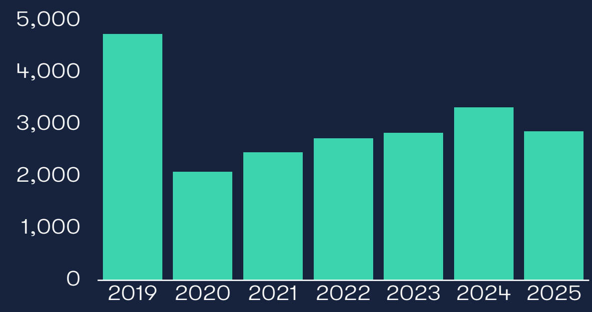
The majority of emissions sit within Scope 3 (2,211 tCO2e, a 11% decrease from 2024) which covers our primary value chain – water, waste, commuting, business travel and purchased goods & services. Despite flying further, and in more-carbon intensive classes in 2025, overall air travel emissions decreased by 12% compared to 2024. This drop is due to the 2025 update to DEFRA flight conversion factors, in comparison to 2024 factors which were still skewed by 2021 Covid-era data. Now flights have higher load factors, reducing the emissions intensity per passenger-km. There has been a decrease in rail travel (-2%), and road travel (-44%), a positive reflection that staff are opting for travel via low-carbon methods were feasible. A 7% decrease in employee commuting, linked to a reduction in FTE and office consolidation. Under Scope 3, we have seen a decrease in waste related emissions (-18%), with a focus across the Group for improved waste management and efficiencies, especially post-introduction of Simpler Recycling legislation in the UK in 2025.



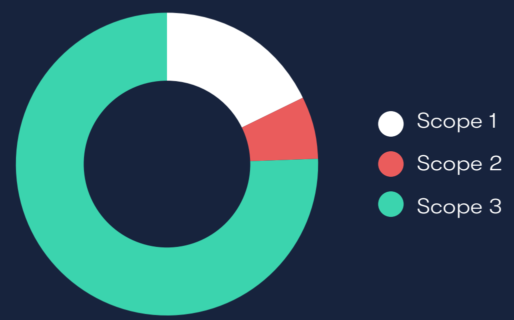
Our ESG Targets

	2019	2020	2021	2022	2023	2024	2025	% change from baseline
Scope 1	475	324	416	338	467	535	522	10%
Scope 2	522	390	311	264	281	368	203	-61%
Scope 3	3863	1424	1793	2194	2158	2501	2211	-43%
Total emissions	4860	2138	2520	2796	2906	3404	2936	-40%
Total emissions per person	4.7	2.4	2.8	2.9	3.1	3.3	3.6	-23%

Absolute Emissions Per Year (tCO2e)



2025 Emissions Per Scope



Environmental impact - Agency spotlight

Agency **Bray Leino Events**

Client **CYBERUK 2025 at Manchester Central**

Challenge

In a new location, with its own onsite waste management centre and a CHP powering the 20,000 sqms of event space, it was time to report on CYBERUK for the second year.

Using TRACE, an event specific carbon measurement platform, a benchmark had been set in Birmingham in 2024. Forging ahead in Manchester, the team set out to achieve a min 5% carbon emission reduction.

Solution

There were clear necessary changes highlighted previously that would provide both reductions and benefits.

The elimination of red meat across the 2-day programme for delegates and staff. Swapping for plant-based and low-emitting meat options.

Addressing staff travel by partnering with Train Hugger for 72% of staff journeys, where a tree was planted for each booking made. Another partnership with onboard:earth, to raise donations for environmental restorations, to combat emissions caused by travel to live events, making a positive difference.

Ensuring an increase in hired materials, and where possible the reusing of them post event.

Impact

Recognised as Best Large Scale Events, Conferences & Exhibition by C&IT Impact Awards 2026 for delivering reductions through informed evidence-based decisions.

An overall 6.5% reduction was achieved, with the elimination of red meat alone halving the emissions associated with catering.

Environmental impact - Agency spotlight

Agency krow

Client Médecins Sans Frontières

Challenge

Working with MSF for their 'Part of the Team' campaign, not only presented with the challenge of convincing donors their £10 truly makes a difference, but ensuring the production of campaign considered its environmental impact.

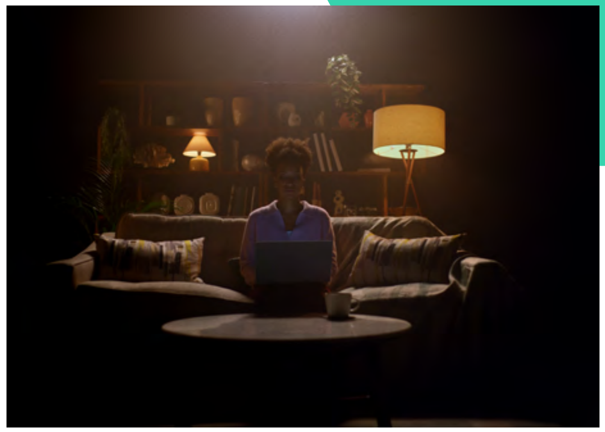
krow see being green as a shared responsibility between all involved, to increase discussion and collaboration to work in an environmentally friendly way.

Solution

As krow opts to follow AdGreen's Sustainable Production Agreement, they also require any production company to commit to this too. They are also asked to record the impact via AdGreen's Carbon Calculator.

Through an impactful campaign set in an MSF frontline operating theatre, the emotional film transports a donor from her living room into frontline action, shoulder to shoulder with medical staff, showing donors, they are part of the team.

A 1-day shoot, keeping impact to a minimal, as well as 80% of clothes reused, using hired equipment for donor's home set with MSF equipment used for surgical scenes – all decisions reducing waste.



Impact

Praised for its ability to connect audiences and drive meaningful donations, the campaign has won "Best Fundraising Campaign - Charity or NGO" at the Purpose Awards 2026.

Through the use of AdGreen's carbon calculator, across the MSF work as well as across a number of other projects, krow have been recognised been as an AdGreen Super User for 2025.

Environmental impact - Agency spotlight

Agency **Bray Leino**

Client **North Devon Surf Reserve**

Challenge

Back in 2023, Bray Leino worked with the North Devon Surf Reserve to help launch their accreditation as the UK's first World Surfing Reserve, the twelfth reserve recognised in the world.

Following on from this, the team have continued to support NDSR with the challenge of how to raise funds and generate engagement.

Solution

An online funding platform that will help raise vital funds to protect the NDSR and raise its engagement and place in the local community.

At the Save the Waves Coalition Summit 2025, NDSR shared the fundraising platform idea with the other World Surfing Reserves and announced they will gift the use and access of the tool to the other World Surfing Reserves.

Impact

The team at NDSR delivered a 'Lunch & Learn' session for the Bray Leino team on the impact the work provided has had across the globe.

Now, the concept has begun to capture international attention, and additional funding to support its build.

Bray Leino will continue to partner with North Devon World Surfing Reserve and in 2026 will begin to undertake communications planning to ensure a strong and impactful launch.

Social

The quality of our work, the strength of our Client relationships and the resilience of our performance are rooted in the capability, commitment and character of our People. We are focused on building an organisation that is commercially effective, but also human, inclusive and supportive.

Creating the Conditions for Growth

Across the year we have concentrated on strengthening individual capability, developing leadership at all levels and clarifying expectations and accountability. We are increasingly deliberate in defining roles, supporting development and enabling People to do their best work individually and collectively. Leadership is not confined to job titles. We continue to promote a model of distributed leadership, encouraging colleagues to take ownership of the moments that matter whether leading themselves, their teams or the organisation more broadly. This approach keeps decision-making close to Clients, clarifies accountability and preserves our entrepreneurial culture as we scale.

Supporting Wellbeing

The wellbeing of our People remains a priority. Across the Group, colleagues have access to mental health support, confidential assistance programmes and trained Mental Health First Aiders. Flexible working practices remain embedded, recognising that people perform at their best when professional and personal responsibilities are balanced.

We understand that wellbeing is not achieved through policies alone, but through everyday behaviours - clear communication, reasonable workloads and supportive leadership.

Diversity & Inclusion

We remain committed to building an inclusive environment in which People from all backgrounds can thrive.

During the year we have strengthened the foundations of our diversity and inclusion agenda. For example, we have increased our focus on neurodiversity, recognising that a proportion of the workforce process information differently and that these differences bring both strengths and opportunities. Awareness sessions and guidance have helped managers and colleagues better understand neurodivergence, with workplace adjustments and support processes introduced to ensure that individuals can perform at their best.

Our aim is not simply representation, but belonging, ensuring that every colleague feels able to contribute fully and authentically.

Group Make-Up

Gender

We are proud that women represent approximately 50–52% of our workforce, reflecting near-equal gender representation across our organisation.

Ethnicity

We are actively working to improve the completeness of our ethnicity data, recognising that meaningful progress requires accurate measurement. Of employees who have shared their ethnicity, 4.1% identify as ethnic minorities, with 37.5% identifying as white.

We acknowledge that a significant proportion of employees have not yet completed this data, and we are taking active steps to encourage disclosure through awareness campaigns and by reinforcing that participation is voluntary and confidential. Improving our data completeness is a priority so we can better understand and support our workforce.

Disability

We are pleased to see a positive trend in disability disclosure, with the proportion of employees declaring a disability increasing from 3.25% in 2025 to 3.49% in 2025. We believe this reflects growing confidence in our inclusive culture and our commitment to psychological safety. As with ethnicity, we continue to encourage all employees to share this information so we can ensure the right support is in place.

Our Commitment Going Forward

We recognise that data completion remains a challenge as it does within many organisations, and whilst we are respectful of our team's rights to not self-identify, we are investing in targeted efforts to improve response rates. We see this not as a shortcoming, but as an opportunity as better data enables better decisions, stronger support, and a more genuinely inclusive workplace for everyone.

Looking Ahead

As we continue our ESG journey, we recognise the need to evolve. We have re-evaluated our social priorities to ensure they reflect our ambition of creating a respectful, supportive, and inclusive culture. Our focus will be on four key areas:

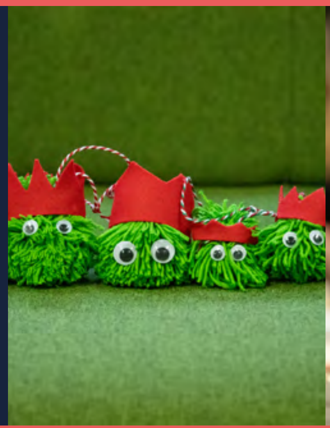
- Workforce – Building a diverse workforce where everyone can develop their potential.
- Workplace – Creating inclusive environments where people can be themselves and feel they belong.
- Marketplace – Demonstrating that diversity and inclusion are central to how we operate.
- Insights – Gathering data to understand the experiences of our people and shape the actions we take.

We are proud of the progress we have made and are committed to continuing to drive forward with empathy, awareness, and zero tolerance for discrimination. By doing so, we will ensure our Agencies remain places where people thrive and where we deliver Work That Counts™ for our Clients and has the biggest positive impact on wider society.

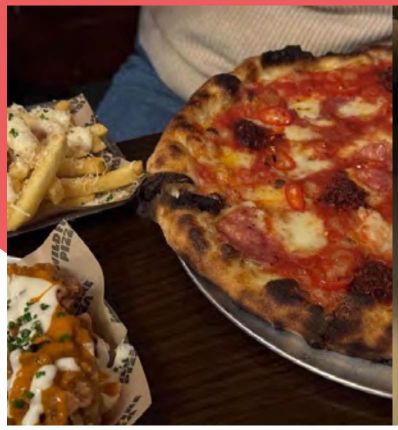
Putting our people first

All About That Pace
A cross-agency challenge saw krow, Livity, Story and Bray Leino come together to battle it out in a Stepathon. Randomly organised into teams across the different Agencies, the month-long challenge saw 7 different teams taking part and collectively tracking just over 25 million steps!

Crafty at Christmas
Bray Leino Events rang out the end of another packed year, bringing the pace down to have a relaxing 'Christmas Crafternoon'. Across two craft sessions, accompanied by mince pies and some mulled wine, the team got to work making Brussel sprout pompoms adorned with crowns, and paper chains that decorated the office and air-dry clay tree decorations. A great afternoon getting into the festive spirit!



Step and Sow with Speed
As part of Speed's annual wellbeing at work plan, the team gather every month for a 'wellbeing walk' in the local area. Providing a great opportunity for some fresh air away from their desks and spend time with colleagues they might not work with day-to-day. Speed regularly hosts socials to shine a light on specific topics they value, or of importance to their team, with one event seeing them come together to plant seedlings while some people shared personal experiences around mindfulness or advice on ways to support their mental health.



Birthday Celebrations
Story turned 24 on 1st April this year. Permission granted to down tools and celebrated with pizza, prosecco and beer (alc and non-alc versions available) in the office. A lovely way to make a big old fuss of the people at the heart of the Agency's success!

Paws and Reflect
krow hosted a Puppy Therapy session designed to boost wellbeing, reduce stress, and bring a smile to someone's day. For a quick mental reset or just wanting to enjoy some joyful puppy cuddles, the session offered the perfect break from a busy schedule.

Calm in the Chaos
Bray Leino wanted to help the team improve their relationship with the stress that comes with the challenges of work. In partnership with Nick Elston and Zoe Thompson, two external inspirational speakers on the lived experience of mental health, a set of webinars were developed to provide a flexible, high-impact wellbeing programme – designed to help everyone navigate stress, build resilience and stay connected.

Supporting local communities

Community connection remains an important part of our identity. With 10 locations and more than 800 people worldwide, maintaining strong connections with the communities where we live and work is an important part of who we are as a Group.

Our Agencies continue to support local charities and initiatives through fundraising, volunteering and pro bono work. Long-standing relationships with organisations such as North Devon Hospice, RNLI and Macmillan Cancer Support remain in place, alongside support for local food banks, arts initiatives and education programmes.

During 2025, we continued to open our Agencies to local schools, colleges and universities through open days, work experience placements, paid internships, mentoring. These initiatives play an important role in supporting the next generation of talent and helping create more accessible pathways into our industry.

Social impact - Agency spotlight

Agency	**Speed**
Client	**1625 Independent People**
Campaign	**Street Dreams**

Challenge
1625 Independent People is a charity that works with young people who are homeless, leaving care or at risk of homelessness in Bristol and the South West. The campaign needed to showcase the lived experiences of the young people supported by 1625 Independent People, in an authentic and empowering way.

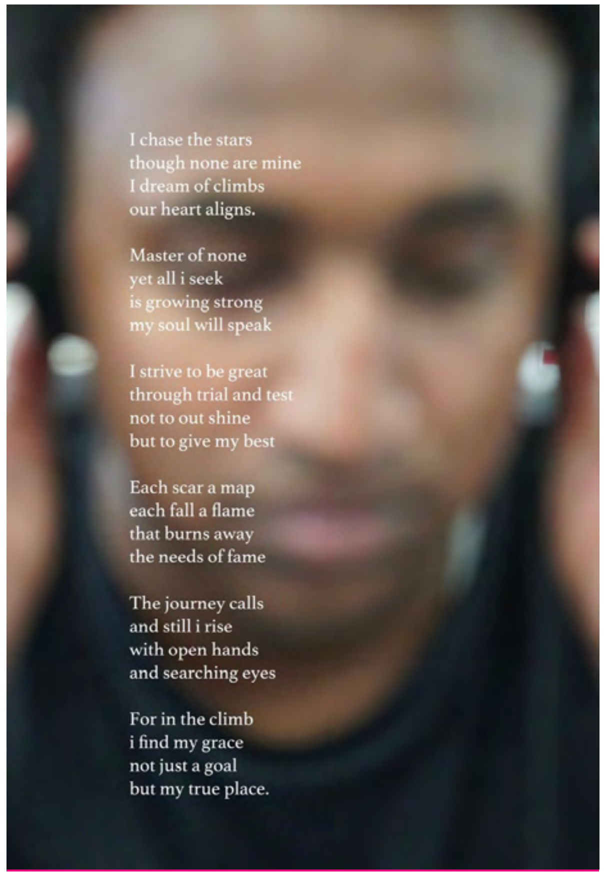
Solution
A photo series highlighting the childhood dreams lost to homelessness, demonstrating the scale and impact of the city's youth homeless crisis.

The culmination was a public exhibition in Bristol: a striking, moving showcase of resilience and ambition, designed to stop passersby in their tracks.

Impact
Street Dreams gave young people at risk of homelessness a voice, a platform and a chance to be seen as more than their circumstances.

The campaign's creativity and authenticity captured widespread attention, selected as one of PRWeek's Campaigns of the Week, putting 1625 firmly on the national stage.

By blending creative storytelling with measurable impact, Street Dreams not only achieved triple-digit growth across every digital channel but transformed awareness into action, opportunity, and empowerment.



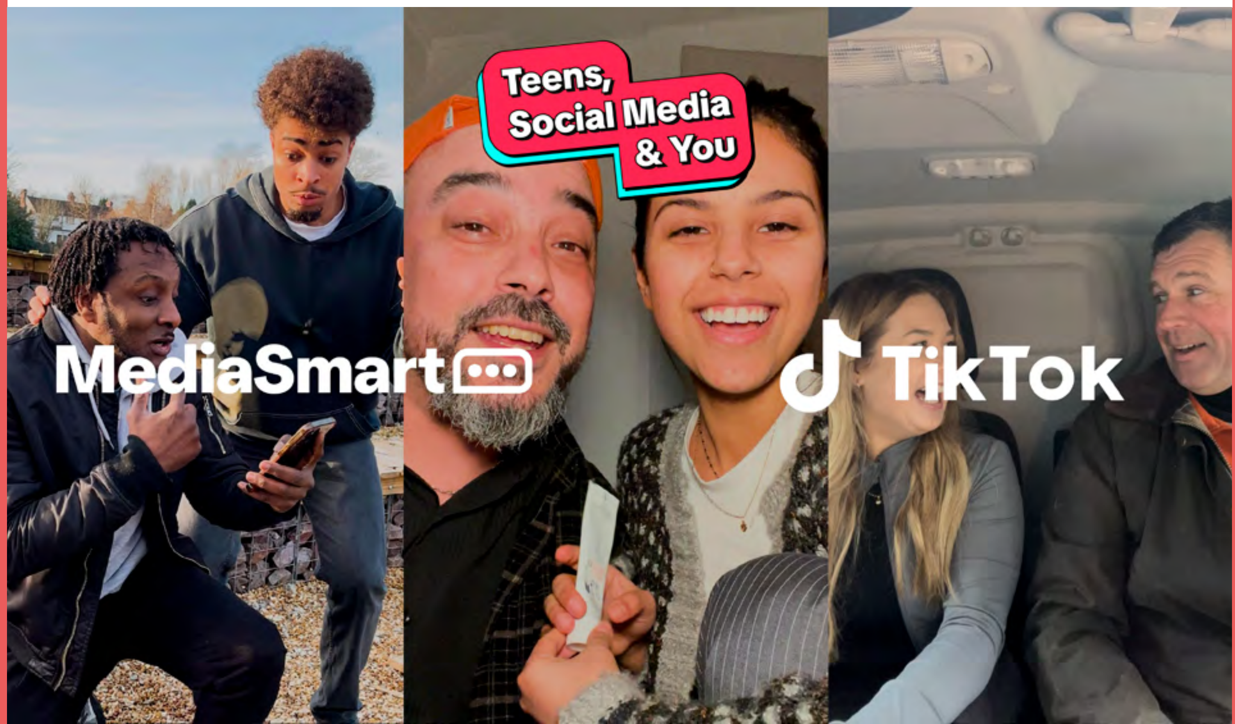
Social impact - Agency spotlight

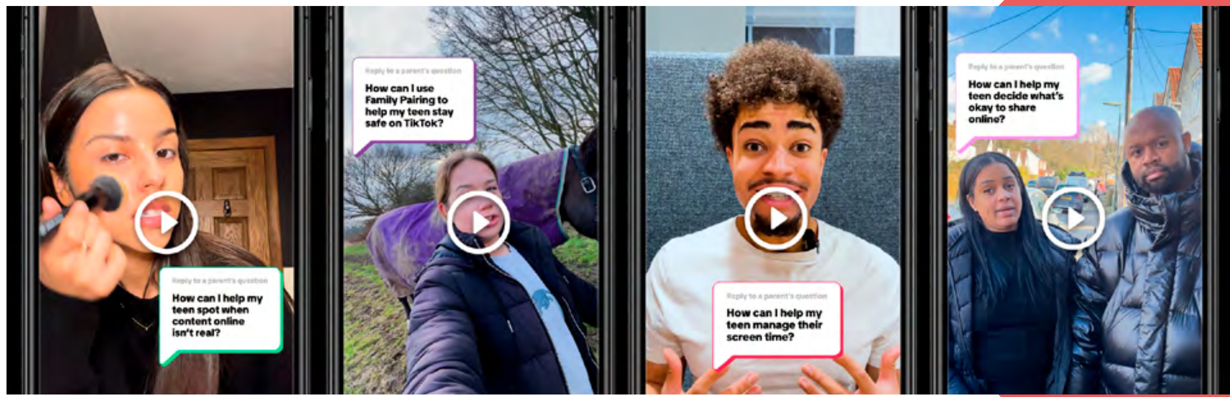
Agency	**Livity**
Client	**Media Smart & TikTok**
Campaign	**Teens, Social Media and You**

Challenge

In an era where teenagers' lives are inextricably digital, a widening generational gap has left parents and carers feeling disempowered. While 70% of them are aware of online safety tools, only 22% actually use them.

The need to develop resources to learn more about safety tools and features on social media platforms, as well as learn about other topics such as developing healthier habits.



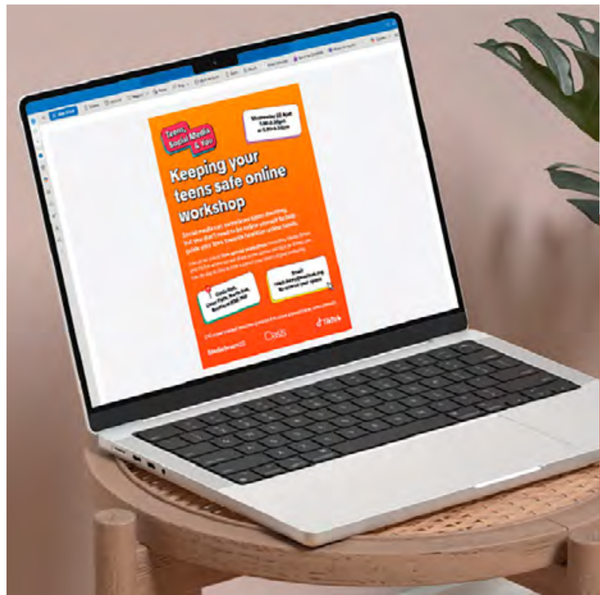


Solution

Working with teens and parent creators across Europe to produce over 30 unique films offering guidance on how to get more confident with a teen's online world – and crucially how to start conversations that build trust not tension. By utilising platform-native content trends safety advice was transformed into engaging, intergenerational dialogue to drive meaningful change in the digital literacy of parents.

Impact

With the digital campaign reaching 70m+ views on TikTok, the impact has scaled into taking it offline into local communities to engage with those parents facing higher levels of digital exclusion and language barriers through face-to-face workshops and physical resources. This has resulted in a long-term commitment to educating parents and carers through resources and practical advice to "navigate better together".



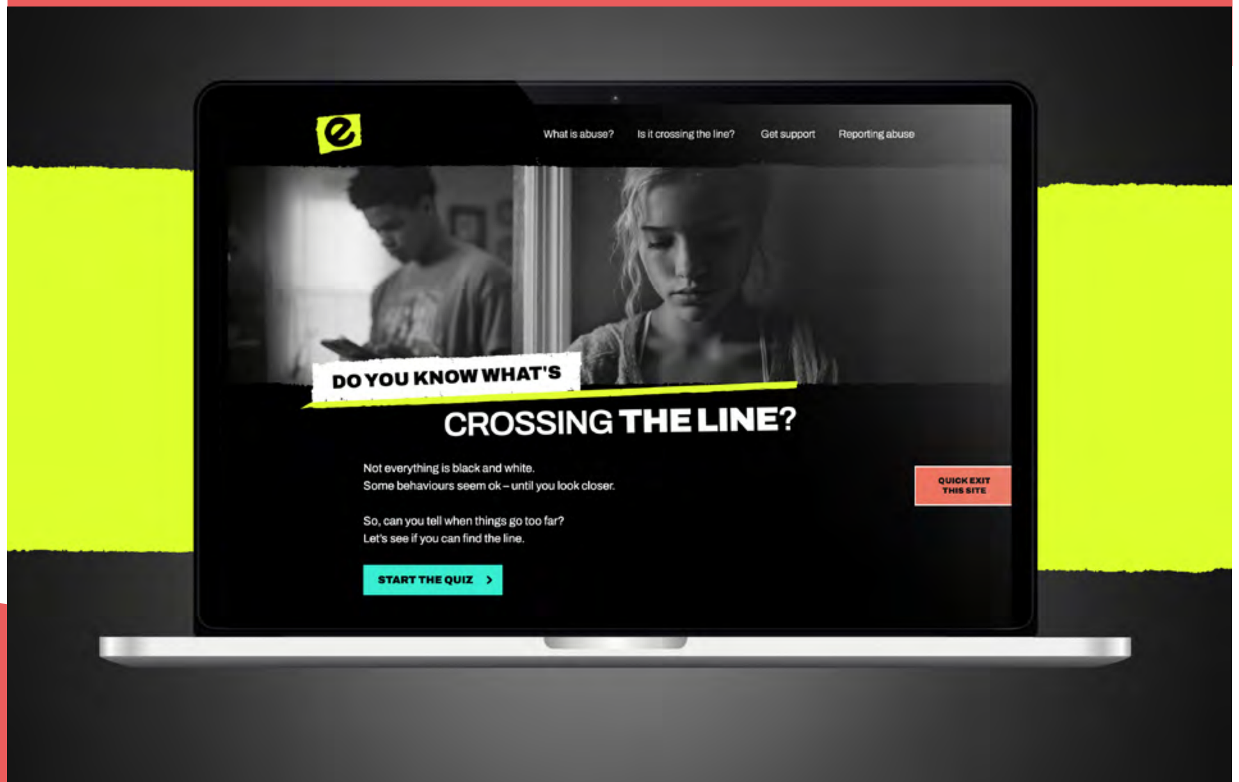
Social impact - Agency spotlight

Agency	**Story**
Client	**UK Home Office**
Campaign	**Enough: End Violence Against Women and Girls**

Challenge

A key strand of the UK Home Office's Enough campaign is to raise awareness of what constitutes abuse.

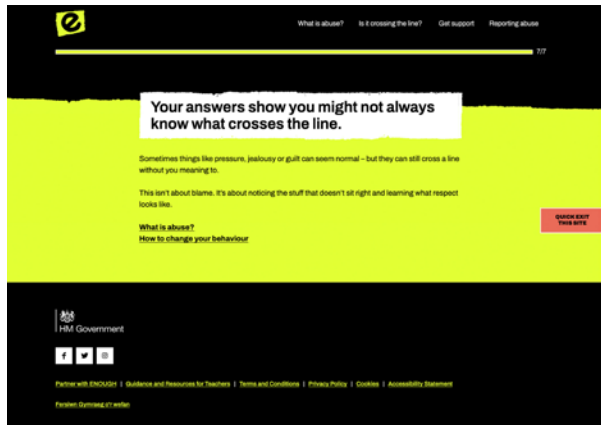
One specific challenge was to get potential perpetrators of VAWG to recognise their problematic views and take steps to change.

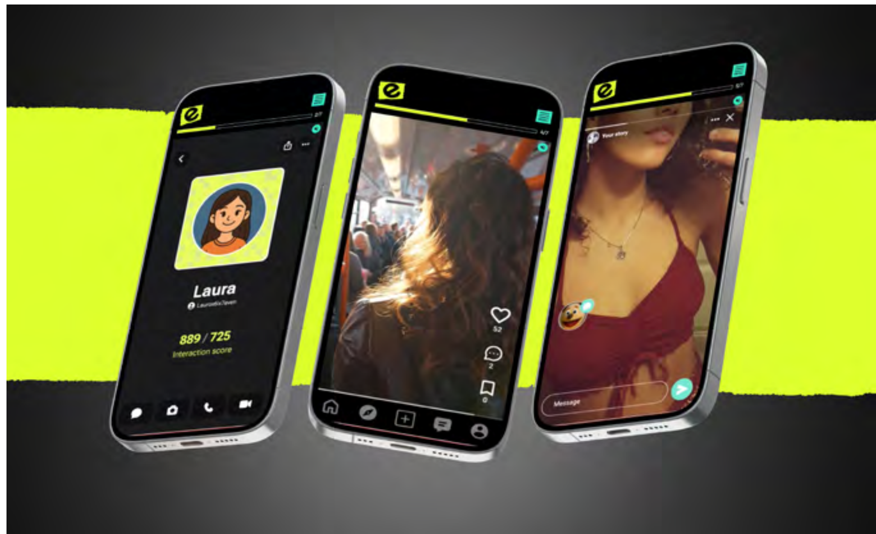


Solution

Story created the 'Crossing the Line' interactive tool – a quiz aimed at 18–24-year-old males with problematic views.

Using gamification techniques and very carefully presented questions, shown as group chats and social media posts, the campaign was able to engage, educate and signpost further information on this difficult topic.





Impact

The quiz has received over 10,000 interactions, with a completion rate of 72%.

With a high click through rate (CTR) at the end of the quiz, to the 'Help Stop Abuse' page showcases people are recognising abusive behaviours and showing a desire to help stop abuse.

This is the ultimate aim of the whole ENOUGH campaign, to end violence against women and girls.

Governance

We believe that governance and the corporate safeguarding of **MISSION** and its stakeholders is not merely an afterthought in amongst the ESG trio. It serves as the cornerstone of our interactions with investors, employees and suppliers. This engenders trust and cooperation internally whilst providing reassurance to our stakeholders externally.

Empower Decision-Making

MISSION has an ESG Steering Committee that is responsible for ensuring our business and operational plans and Board decision-making are aligned with our ESG aims. Comprising key senior leadership members including the CEO, CFO, Head of People and our Group ESG Lead, the Committee is focused on developing strategies guided by a 'People, Planet, Profit' framework.

This structure provides clear oversight and accountability for our ESG commitments, ensuring that progress is monitored, risks are managed and opportunities are identified as we continue to evolve our business responsibly.

For **MISSION**, good governance is about transparency, trust and accountability and recognising all stakeholders need to be part of our journey if we are to make a positive difference. In this journey, **MISSION** is committed to being open and transparent, always, recognising our successes but also areas for growth.

Respecting Agency Individuality

Unlike many other Groups, our Agencies, which have mainly come into the Group via acquisition, retain their entrepreneurial spirit and individual cultures, with **MISSION** providing the support infrastructure to enable cross-selling and economies of scale. This balance between independence and collaboration remains central to our model and continues to be a source of strength as we evolve.

This structure supports a highly personalised and people-centric culture which has led to an expanding and loyal Client base (55% of our revenue is from Clients who have been with us for more than five years). We believe the role of the Board is not to direct these Agencies but to ensure they are supported and collaborate to deliver the best work to help our Clients succeed.

Make-up of the Board

The **MISSION** Board and Non-Executive Group have a good balance of sector and financial experience alongside an executive team of Agency CEOs who provide a 'front seat' view of Agency challenges, opportunities and the marketplace as a whole. The Board is responsible for the long-term success and growth of the Group, embedding effective controls which enable risks such as cyber security, market resilience, economic volatility and political instability to be assessed and managed.

David Morgan MBE
Non-Executive Chair

John Carey
Group Chief Executive

Giles Lee
Group Chief Financial Officer

Claudine Collins
Non-Executive Director

Emma Wright
Non-Executive Director

Jon Kempster
Non-Executive Director

Held to account by independent Audit & Risk and Remuneration Committees, the Board is focused on ensuring that our People, Agencies and the Group are consistently safeguarded.

Our existence as a marketing Group is dependent upon our ability to foster strong and mutually beneficial relationships with all Stakeholders. Alongside sustainable growth, we see Client happiness, the consistent evolution of our offers and capabilities, and staff retention levels as indicators of our collective success which are consistently measured by the Board.

MISSION's ongoing commitment

This ESG report outlines our approach to measurement and target setting, and our plan to reduce environmental impact, improve our social impact, and continue strong governance across the **MISSION** Group. But we will only succeed if we continue to evolve our ambitions with an ongoing review of targets and progress made.

Our commitments:

1	Measure all environmental and social impacts and improve the techniques by which we measure, where possible, to drive accuracy in our reporting.
2	Report our ESG performance annually to highlight progress against targets but also hold ourselves accountable to where more focus needs to be made.
3	Secure independent, external validation, and work to address gaps and recommendations provided.
4	Build partnerships, share learnings, and best practice to accelerate our journey and that of our Clients, the sectors we touch and our own industry.

Guidelines and Reporting Frameworks:

We have used Greenhouse Gas Protocol's Corporate Accounting Standard and Corporate Value Chain Accounting and Reporting Standard.

Emissions Reduction targets have been set according to Science-Based Targets criteria for near-term targets.

We have also indicated where our ESG commitments are supporting progress on UN Sustainability Development Goals.

***MISSION** also discloses information through investor indices, such as the Carbon Disclosure Project*

MISSION

Want to find out more?

Contact Kelly Pepworth, **MISSION** ESG Lead,
kelly.pepworth@speedcomms.com
or John Carey, **MISSION** Group CEO,
jcarey@themission.co.uk